

MHRM IIIrd Semester Session 2021-2022

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
Compulsory Papers					
1	MHRM 301	Performance Management System	6	4	2
2	MHRM 302	Organisation Development	6	4	2
3	MHRM 303	Human Resource Development	6	4	2
Elective Papers (Any Three)					
1	MHRM 304	Strategic Leadership	6	4	2
2	MHRM 305	Business Ethics and Corporate Governance	6	4	2
3	MHRM 306	International Human Resource Management	6	4	2
4	MHRM 307	Knowledge Management	6	4	2

MHRM IIIrd Semester

MHRM 301 - Performance Management System

Unit I

Introduction

Concept of Performance Management System, Importance of excellence in performance management system. Historical perspective of performance management system. The past and future of performance management system.

Unit II

Conceptual aspects and their linkage with performance management. From human resource management to building human capital for excelling performance. Performance management- basic theories, System and Process.

Unit III

Performance and human resource development. Performance recognition and performance based reward system. Building performance culture creating performance organization to meet current and future challenges.

Unit IV

Performance related concepts, Benchmarking, six sigma, marching, balance scorecard, Pygmalion effect.

Unit V

Performance improvement system, Annual performance appraisal system, performance indicators, kaizen technique, 5s, quality circle, Just in time

Books Recommended:-

1. Verma, Arup, Pawan, S. Budhwar: Performance Management Systems-A Global Perspective.
2. Rao, T.V.: Performance Management and Appraisal Systems.
3. Sahu, R.K.: Performance Management System.
4. Heathfield, Susan M.: Performance Management- Evaluation, Review and Appraisal Books.

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Dr. Ramesh Chandra
2020
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JAIPUR, RAJ.

MHRM 302 - ORGANIZATION DEVELOPMENT

Unit I

Introduction to Organizational Development: Concepts, Nature and Scope of O.D. , Historical Perspective of O.D., Underlying assumptions and Values, Theory and practices on change and Changing. The Nature of Planned Change.

Unit II

Understanding Organizations, Approaches to Understanding Organizations, Key Organizational Designs, Procedures, Differentiation, Integration, Basic Design, Dimensions, Determination of structure, Forces Reshaping Organization, Life cycles in organization.

Unit III

O.D. Interventions: Team Interventions, Inter-group Interventions, Personal, Interpersonal and Group Process Interventions, Comprehensive Interventions, structural Interventions.

Unit IV

Implementations and Assessments of O.D., Reasons for Failure and Success of O.D. Efforts, Assessment of O.D and Change in Organizational Performance, The impact of O.D.

Unit V

Organizational Development and Change, Organization Development, Alternative Interventions, Change Agents: Skills, Resistance to change, managing the resistance, Levis Change Model, Organizational Reality.

Books Recommended:

1. Debra, L. Nelson and Campbell, James Quick: Organizational Behavior-Foundations, Realities and Challenges.
2. Luthans, Fred: Organizational Behavior, Tata McGraw Hill.
3. French, Bell and Vohra : Organization Development, Pearson Education.

MHRM 303 - Human Resource Development

Unit I

Conceptual Framework of HRD: Meaning, Characteristics Objectives, Scope, Need and Importance of HRD, Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.

Unit-II

Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager.

Unit III

Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of training program.

Unit-IV

Organization Development (OD), Objectives, Various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.

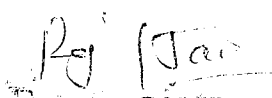
Unit-V

Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India.

Books Recommended:

1. Dayal, Ishwar: Successful Applications of HRD, New Concepts, New Delhi.
2. Dayal, Ishwar: Designing HRD Systems, New Concepts, New Delhi.
3. Kohli, Uddesh & Sinha, Dhama P.: HRD- Global Challenges & Strategies in 2000 A.D., ISTD, New Delhi.
4. Maheshwari, B.L & Sinha, Dhama P.: Management of Change Through HRD, Tata McGraw-Hill, New Delhi.
5. Mehta, Anil & Upadhyaya, Payal: Human Resource Development, RBD Publishers, Jaipur.
6. Pareek, Udai: Managing Transitions-The HRD Response, Tata McGraw Hill, New Delhi.
7. Rao, L. V. et. Alternative Approaches & Strategies in Human Resource Development, Rawat, Jaipur.

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MHRM 304- Strategic Leadership

Unit I

Strategic Leadership- Meaning, Role of Strategic Leader in organisation, Leadership vs. managing, Leadership Theories & Styles.

Unit II

Transactional vs. Transformational Leaders, Leadership skills, Leadership and Motivation, Leadership and Morale.

Unit III

Leading with values, Leadership and innovations, Leadership and organisational culture.

Unit IV

Emotional Intelligence and Leadership, Spirituality and Leadership, Indian philosophy and Leadership, Leadership for Competitive advantage.

Unit V

Six Sigma and Leadership, Leadership and organisational effectiveness, Commandments for excellent Leadership.

Books Recommended :

1. Finkelstein, Hambrick and Cannella: Strategic Leadership- Theory and Research on Executives, Oxford University Press.
2. Freedman, M. and Tregoe Benjamin: Art and Discipline of Strategic Leadership, McGraw-Hill Professional.

MHRM - 305 Business Ethics and Corporate Governance

Unit I-

Meaning and Importance of Business Ethics, Ethical Dilemma, Values and Work Ethics.

Unit II-

Indian Ethos in Management- Basic principles of Indian Ethos, Geeta and Management, Sprituality and Ethics.

Unit III-

Social Responsibilities of Business, Arguments for and against Social Responsibilities of business, Consumer protection, Employee protection, Legal Provisions about CSR.

Unit IV-

Corporate Governance, Codes of Corporate Governance, Recommendations of Various Committees, Lessons from USA and other developed countries.

Unit V-

Business and Environmental Ethics, Unethical Practices in India, Quality of Work Life, Ethics in Advertising.

Books

1. Bhatia, S.K., : Business Ethics and Corporate Governance, Deep and Deep Publications.
2. Khanka, S.S., : Business Ethics and Corporate Governance, S. Chand.
3. Vasishth, Neeru and Rajput, Namita, Governance, Ethics & Social Responsibility of Business, Taxman's.
4. Ghosh, B.N., : Business Ethics and Corporate Governance.
5. Murthy, C.S.V., : Business Ethics, Himalaya Publishing House.

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MHRM - 306

International Human Resource Management

Unit I

Introduction of international human resource management, Overview of organizational structure in MNCs, international dimensions of HRM, Approaches of IHRM.

Unit II

International Staffing, Compensation and Benefits. Training and development.

Unit III

Performance Management in International Organisations. Expatriations & Repatriation.

Unit IV

Sustaining International Business operations, Managing People in International Context.

Unit V

Indian Multinational companies, Issues, Challenges and theoretical development, Cultural dimensions, Changing scenario of IHRM.

Books Recommended:

1. Subba Rao, P.: International Human Resource Management.
2. Bhatia, S.K.: Management Change and Organisational Development, Deep & Deep Publications Pvt. Ltd., New Delhi.
3. Bhatia, S.K.: HRM in Global Scenario, Deep & Deep Publications Pvt. Ltd
4. Khandwalla, Pradip N.: Corporate Creativity, Tata McGraw-Hill Publishing Company Limited, New Delhi.

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MHRM-307
Knowledge Management

Unit I

Knowledge Management: Definition, Scope, Significance, Techniques; Difficulties in Knowledge Management; Implementation of Knowledge Management; Types and Principles of Knowledge Management; Knowledge Dynamics.

Unit II

Pillors of Knowledge Management; Knowledge based Products; Inventory Management – Supply Chain Planning; The Seven Layers of Knowledge Management; Critical success factors in Knowledge Management Implementation.

Unit III

Information Technology and Knowledge Management, E-Commerce and Knowledge Management; Customer Relationship Management and Knowledge Management; Benchmarking and Knowledge Management; Total Quality Management and Knowledge Management.

Unit IV

What is a Knowledge worker? Managing Knowledge Worker; Strategies for Human Capital and Talent Management; Job Hopping; Effective Career Planning; Performance Management for Competitive Advantage.

Unit V

The Learning Organization; The Mystique of a Learning Organization; Knowledge Management in Indian Organizations: Some Issues; Learning and Change; Cross Functional Areas and Knowledge Management: Finance, Marketing, Call Centers.

Books Recommended :

1. Reddy, B. Rathan (2009). Knowledge Management (Tool for Business Development). Mumbai; Himalaya Publishing House Pvt. Ltd.
2. Warier, Sudhir (2005). Knowledge Management. Kolkata: Vikas Publishing House Pvt. Ltd.
3. Awad, Elias M. and Ghaziri, Hassan (2004). Knowledge Management. New Delhi : Prentice Hall India.
4. Tiwana, Amrit (1999). Knowledge Management Toolkit. New Delhi : Prentice Hall India.
5. Srikantaiah, T.K. and Koenig, M. (2000). Knowledge Management for the Information Professional. Singapore: Information Today Inc.
6. Nonaka, I. & Takeuchi, H. (1995). The Knowledge-Creating Company. New York: Oxford University Press.

MHRM IVth Semester Session 2021-2022

S. No.	Subject Code	Course Title	Credit	Contact Hours Per Week	
				L	T
Compulsory Papers					
1	MHRM 401	Strategic Human Resource Development	6	4	2
2	MHRM 402	Personality Development and Human Skills	6	4	2
3	MHRM 403	Project Report and viva-voce	6	4	2
Elective Papers (Any Three)					
1	MHRM 404	Contemporary Issues in Human Resource Management	6	4	2
2	MHRM 405	Strategic Human Resource Management	6	4	2
3	MHRM 406	Quality Management	6	4	2
4	MHRM 407	Human Resource Information System	6	4	2

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MHRM 401 – Strategic Human Resource Development

UNIT I

Human Resource Management and Development Strategies, Meaning of Strategic HRD Management, HRD Functions and their Linkages to Business Goals.

UNIT II

Strategic Approach in Industrial Relations, HRD as a Profession, HRD Assessment and Audit, Electronic Human Resource Management (E-HRM).

UNIT III

E-Selection and Recruitment, Virtual Learning Organization, E-Performance Management and Compensation Design, Development and Implementation of HRIS, Designing of HR Portals, Issues in Employee Privacy.

UNIT IV

Cross-cultural HRM, Domestic vs International HRM (IHRM), Cross-cultural Educational and Training Programmes, Building a Multicultural Organization, Cross-Border Merger, Acquisition and Repatriation, Current Challenges in Outsourcing Career and Competency Development.

UNIT V

Strategic Knowledge Management, Competencies and Career Management, Competency-based Compensation, Employee Development.

Books Recommended:

1. Dayal, Ishwar: Designing HRD Systems, New Concepts, New Delhi.
2. Kohli, Uddesh & Sinha, Dhama P.: HRD- Global Challenges & Strategies in 2000 A.D., ISTD, New Delhi.
3. Maheshwari, B.L & Sinha, Dhama P.: Management of Change Through HRD, Tata McGraw-Hill, New Delhi.
4. Mehta, Anil & Upadhyaya, Payal: Human Resource Development, RBD Publishers, Jaipur.
5. Rao, E. V. et. Alternative Approaches & Strategies HUMAN RESOURCE DEVELOPMENT Rawal, Jaipur

MHRM 402 – Personality Development and Human Skills

Unit I

Introduction: Definition of Personality, perception and personality, Personality factors - factors of association, Leadership at home - friends - environment - educational factor - conditional-genetic-compulsory-spiritual-public relation facilities.

Unit II

Personality Formation Structure : mind mapping, competence mapping and 360 assessment and development, types of persons: Extrovert, Introvert, Ambient person.

Unit III

Understanding Human Nature : Basis of Human (i) Influence of Environment and Heredity, (ii) Concept of Attitude (iii) Concept of Self.

Unit IV

Effective Thinking : Thinking Skills, Thinking Styles, Concept of Six thinking Hats.

Unit V

Individual Interaction and Skills : Basis of Interaction Skills Personal and interpersonal, Intra Personal Skills- Concept, definition, meaning of skills types of skills, conceptual, supervising, technical, managerial and decision making skills. Group Influence on Interaction Skills.

Recommended Books :

1. Ghosh P & K Ghorpade M.B. Industrial Psychology, Himalaya, Mumbai, 1999.
2. Newstrom J. Keith D., Organizational Behavior, (TMH, New Delhi)
3. P G Aqians, Organizational Behavior, (Excel Books Delhi)
4. Hellriegel D & Slocum, J.W., Organizational Behavior, (South western & Thomson Learning)
5. Shiv Khera, You Can Win
6. Pramod Batra. Management Thought
7. Stephen Covey, 8 Habits
8. Stephen Covey, 7 Habits of Highly Effective People, 3 Basic Managerial Skills for all (Prentice Hall of India Pvt. Ltd.)
9. Mehta. Anil & Chouhan, Bhumiya - Organizational Behavior (RBD Jaipur)

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MHRM - 403

Project Report and Viva-Voce

Report Writing : 50 Marks

Viva -Voce : 50 Marks

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MHRM – 404

Contemporary Issues in Human Resource Management

UNIT I

Management of workforce diversity, Human Resource Audit, Competency Mapping.

UNIT II

Quality of work life, Emotional Intelligence, Talent Management.

UNIT III

Improving work culture in organisation, Improving Managerial Effectiveness.

UNIT IV

New trends in training and development, Management of employees retention, Employee engagement, Influence of power and politics.

UNIT V

Ethical Issues in HR, Human Resource Management practices in the Indian organisations, Culture and Technology, Encouraging creativity in organisation.

Books Recommended:

1. Aswathappa, K.: Human Resource and Personnel Management, Tata McGraw-Hill.
2. Creer, Charles R.: Strategic Human Resource Management, Pearson.
3. Mathias, Throphone A.: Corporate Ethics.
4. Khandwalla, Pradip N.: Corporate Creativity.
5. Abraham, Sarah: Work Place.
6. Fisher, Cynthia D.: Human Resource Management.

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MHRM-405 Strategic Human Resource Management

Unit I-

Strategic HRM-Concept, Role of HR Manager, Strategic HR Planning, Managing HR in Competitive Environment.

Unit II-

Strategies for Hiring Talented Employees, Retaining Talented Employees, Employee Engagement Strategies.

Unit III-

Strategic Training process, Strategic HRD, Succession Planning and Competency Mapping and Career Management.

Unit IV-

Strategic Approach to Performance Management, Strategies for Compensation Management, Designing Motivating Environment.

Unit V-

Strategic Change Management for Competitive Advantage, Cultural Change Management, E-HR Management, Changing Dimensions of HR, Strategy and Structure, Knowledge Process Outsourcing.

Books

1. Armstrong, Michael, : Strategic Human Resource Management, Kogan Page.
2. Patra, Ramakanta, K, : Strategic Humana Resource Management and Organisational Development.
3. Salaman, Graeme, : Strategic Human Resource Management-Theory and Practice, The Open University.

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M HRM-406
Quality Management

Unit 1

Evolution of Quality, Concept of Quality, Quality Functions, Benefits of Quality, Measurement of Quality, Quality Systems Standards.

Unit 2

Total Quality Management (TQM), Thinkers and Thoughts in TQM, Difference in Western and Japanese Approach of TQM, Basic Philosophy and Fundamental Models of TQM, Implementing Total Quality Management - An Integrated System Approach.

Unit 3

Total Preventive Maintenance, Zero Defects and Continuous Improvement, Kaizen, 5S, Quality Circles, Just in Time, Six Sigma, Benchmarking, PDCA Model.

Unit 4

Teamwork in quality, Role of Leadership and Commitment in Quality Deployment, Team Building, Motivation and Rewards, Total Employee Involvement, Employee Empowerment.

Unit 5

Customer Satisfaction, Measurement and Retention, Creating Quality Culture, Quality Awards, Organizational Re-engineering Quality in Service Sector.

Books Recommended:

1. D.D. Sharma, Total Quality Management, Sultan Chand & Sons.
2. N. V.R. Naidu, G. Rajendra, Total Quality Management, New Age International.
3. R.S Naagarazan, Total Quality Management, New Age International.
4. B. L. Hanson & P. M. Ghare, Quality Control & Application, Prentice Hall of India
5. Joseph Juran, Juran's Quality Handbook, McGraw Hill.

MHRM 407 -- Human resource Information System

UNIT I

MIS, An introduction, Historical background, Data and information, Growing need for information, Information Economics.

UNIT II

Role of MIS at various management levels, Essentials of an effective MIS, Information Networks, MIS to Business Intelligence.

UNIT III

Computer Applications in HRM, Information System and Human Resource Planning, Succession Planning.

UNIT IV

Information System and HRD, Performance and Potential Appraisal.

UNIT V

Information System and Training, Training Need Identification, Training methods and their evaluation, Emerging concepts of MIS and their use in HRM.

Books Recommended:

1. Prasad, L.M.: Management Information System.
2. RAO, V.S.P.: Human resource Management, Excel Books.
3. Javadeker, W.S.: Management Information System, Tata McGraw-Hill.

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